WEBINAR #11:
Advancing the care reform agenda using the systems strengthening approach

20 July 2022

This webinar will begin momentarily.
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Este evento cuenta con interpretación simultánea inglés-español. Cuando esté activada la interpretación, sigas estas instrucciones:

1. En los controles, presione la opción Interpretación.
2. Haga clic en el idioma que desee escuchar.

Silenciar el audio original
• This webinar is hosted by the Transforming Children’s Care Global Collaborative Platform

• The platform establishes more strategic sector-wide collaboration from global to local levels to strengthen children's care and care systems

• Sign up at the link in the chat to join the platform and receive updates about future webinars
This webinar is being recorded and the recording will be made available to you in Spanish and English.

Introduce yourself in the chat (select “Everyone” when sending a message so everyone can see it).

Use the Q & A to ask questions and upvote and comment on the questions of other attendees.
AGENDA

- Introduction to the webinar
- Child Protection Systems Strengthening Approach
- Country presentation: Rwanda
- Q & A
Global Technical Lead on Child Protection Systems Strengthening
UNICEF
About this presentation

Part 1: Systems strengthening approach

Part 2: How to measure CPSS work

Part 3: High priority interventions

Download Child Protection Systems Strengthening: Approach; Benchmarks; Interventions
Evolution of UNICEF’s CPSS Approach

Over a Decade’s Investments

Recommendations of Global Evaluation

Child Protection Strategy and Strategic Plan

Download Child Protection Strategy (2021 – 2030)

Download 2018 Evaluation Report
About This Resource

2018 Evaluation recommendations

- Clarity on UNICEF’s approach
- Articulate UNICEF’s niche and high priority interventions
- Track and measure progress and performance

Game-changers

- Key considerations
- Elements (Intermediate Outcomes) of CPSS
- UNICEF Investments
- High priority interventions; entry points
- CPSS phases
- Benchmarks for measurement
The UNICEF Child Protection Systems Strengthening Approach
Key Considerations for CPSS

CP Systems and CP Services

Community engagement and community-based services

Engagement across sectors

Child participation in child protection systems

CPSS in humanitarian situations

Social and behaviour change

Systems strengthening and issue-specific programming
Programme-Impact Pathways for CPSS

**UNICEF Core Investments**
- Mapping and assessments
- Policy and legislation
- Comprehensive CPSS strategies
- Coordination mechanism
- Child protection services
- Case management, referral system
- Minimum standards, oversight
- Workforce strengthening
- Public finance
- Community engagement, and child participation
- Data and evidence

**Intermediate Outcomes**
1. Legal and policy framework
2. Governance and coordination structures
3. A continuum of services
4. Minimum standards and oversight mechanisms
5. Human, financial and infrastructure resources
6. Mechanisms for child participation and community engagement
7. Data collection and monitoring systems

**Assumptions**
- Organizational leadership and support;
- Conceptual clarity around CPSS;
- Sustainable and predictable funding for CPSS.

**Enablers**
- Contribution of other (national and international) actors
- Coverage (geographical)
- Reach (vulnerable populations)

**Outcomes**
- Countries have strengthened child protection systems

**Impact**
- Every child is protected from violence and exploitation

**Context indicators**
- Better governance;
- Higher human development;
- Higher per capita income

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Child Protection Systems Strengthening – UNICEF | for every child
Intermediate Outcomes

1. Legal and policy framework
2. Governance and coordination structures
3. A continuum of services
4. Minimum standards and oversight mechanisms
5. Human, financial and infrastructure resources
6. Mechanisms for child participation and community engagement
7. Data collection and monitoring systems
Phases of CPSS and Benchmarks for Measurement
The need for a measurement framework

- Determine the level of maturity of child protection systems
- Prioritize investments and tailor resources
- Measure outcome of investments in CPSS
4 phases of CPSS

PHASE 1
System Building

PHASE 2
System Enhancement

PHASE 3
System Integration

PHASE 4
System Maturity
## CPSS Benchmarks

<table>
<thead>
<tr>
<th>Intermediate Outcome</th>
<th>Subdomain</th>
<th>Four Phases of Child Protection System Strengthening</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Legal and policy framework</td>
<td>1.1 Understanding and articulation of national CP system</td>
<td>System Building</td>
</tr>
<tr>
<td></td>
<td>1.2 Legislation on CP System and implementation structures</td>
<td></td>
</tr>
</tbody>
</table>

### PHASES OF MATURITY

**Intermediate Outcome**

**1. Legal and policy framework**

**SUBDOMAIN**

**1.1 Understanding and articulation of national CP system**

*Limited understanding of child protection system among policymakers. Child protection interventions (both prevention and response) are issue-based, may exclude certain population groups and addressed as standalone interventions or ad-hoc responses.*

*Increased attention to understanding and responding to child protection concerns in a systematic manner results in analysis of the existing system(s). Mapping and assessment of existing child protection system is undertaken/ completed but interventions/response continue to be issue-based/standalone.*

**1.2 Legislation on child protection systems and implementation structures/mechanisms**

*Normative framework/legislation outlining the national child protection system does not exist.*

*Normative framework/legislation outlining the national child protection systems exists, and implementation structures/mechanisms for the normative framework/legislation outlining the system are mostly/ completed, or at least evaluation and audits of functioning of the national child protection system are undertaken, and recommendations are made for revision and implementation and regulations that govern the child protection system.*

**Attributes**

*Work towards and progressively become gender responsive and inclusive of all children.*
Operationalizing the Benchmarks

At the global level, UNICEF tracks global progress

- Strategic Plan indicator (2022-2025)*
  3.2.3 Number of countries that have mature child protection systems (output level)

At the country level, UNICEF and its partners:

- Assess the state of the child protection system using the *benchmarking tool* which comprises of 19 sub-domains across 7 intermediate outcomes and 4 phases of CPSS
- Score between 1 to 4 per subdomain

Download the User Guide for the CPSS Benchmarks
CPSS Dashboard

GLOBAL OVERVIEW

# Countries Reporting: 155
- Phase 1: System Building
- Phase 2: System Enhancement
- Phase 3: System Integration
- Phase 4: System Maturity

12 countries
103 countries
39 countries
1 country
### Global Overview of CPS Maturity by Subdomain

#### Intermediate Outcome
- **1. Legal and policy framework**
  - 1.1 Articulation of national CP system
  - 1.2 Legislation

- **2. Governance and coordination structures**
  - 2.1 Lead ministry/agency
  - 2.2 National coordination
  - 2.3 Sub-national coordination

- **3. A continuum of services**
  - 3.1 Modelling, scaling
  - 3.2 SOP protocols
  - 3.3 Case management, referral

- **4. Minimum standards and oversight mechanisms**
  - 4.1 Oversight
  - 4.2 Standards

- **5. Human, financial and infrastructure resources**
  - 5.1 Workforce
  - 5.2 Financing

- **6. Mechanisms for child participation and community engagement**
  - 6.1 Legal procedures
  - 6.2 Complaints mechanism
  - 6.3 Empowerment
  - 6.4 Community-based mechanisms

- **7. Data collection and monitoring systems**
  - 7.1 Admin data systems
  - 7.2 Surveys, research
  - 7.3 Data governance

#### Number of countries, by maturity level per subdomain (percentages are shown when hovering over the chart).

### Global Profile

#### East Asia and Pacific

<table>
<thead>
<tr>
<th>Subdomain</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Legal and policy framework</td>
<td></td>
</tr>
<tr>
<td>1.1 Articulation of national CP system</td>
<td>44%</td>
</tr>
<tr>
<td>1.2 Legislation</td>
<td>33%</td>
</tr>
<tr>
<td>2. Governance and coordination structures</td>
<td></td>
</tr>
<tr>
<td>2.1 Lead ministry/agency</td>
<td>26%</td>
</tr>
<tr>
<td>2.2 National coordination</td>
<td>44%</td>
</tr>
<tr>
<td>2.3 Sub-national coordination</td>
<td>59%</td>
</tr>
<tr>
<td>3. A continuum of services</td>
<td></td>
</tr>
<tr>
<td>3.1 Modelling, scaling</td>
<td>61%</td>
</tr>
<tr>
<td>3.2 SOP protocols</td>
<td>44%</td>
</tr>
<tr>
<td>3.3 Case management, referral</td>
<td>52%</td>
</tr>
<tr>
<td>4. Minimum standards and oversight mechanisms</td>
<td></td>
</tr>
<tr>
<td>4.1 Oversight</td>
<td>88%</td>
</tr>
<tr>
<td>4.2 Standards</td>
<td>61%</td>
</tr>
<tr>
<td>5. Human, financial and infrastructure resources</td>
<td></td>
</tr>
<tr>
<td>5.1 Workforce</td>
<td>64%</td>
</tr>
<tr>
<td>5.2 Financing</td>
<td>69%</td>
</tr>
<tr>
<td>6. Mechanisms for child participation and community engagement</td>
<td></td>
</tr>
<tr>
<td>6.1 Legal procedures</td>
<td>49%</td>
</tr>
<tr>
<td>6.2 Complaints mechanism</td>
<td>90%</td>
</tr>
<tr>
<td>6.3 Empowerment</td>
<td>80%</td>
</tr>
<tr>
<td>6.4 Community-based mechanisms</td>
<td>80%</td>
</tr>
<tr>
<td>7. Data collection and monitoring systems</td>
<td></td>
</tr>
<tr>
<td>7.1 Admin data systems</td>
<td>54%</td>
</tr>
<tr>
<td>7.2 Surveys, research</td>
<td>63%</td>
</tr>
<tr>
<td>7.3 Data governance</td>
<td>84%</td>
</tr>
</tbody>
</table>

#### West and Central Africa

<table>
<thead>
<tr>
<th>Subdomain</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Legal and policy framework</td>
<td></td>
</tr>
<tr>
<td>1.1 Articulation of national CP system</td>
<td>75%</td>
</tr>
<tr>
<td>1.2 Legislation</td>
<td>33%</td>
</tr>
<tr>
<td>2. Governance and coordination structures</td>
<td></td>
</tr>
<tr>
<td>2.1 Lead ministry/agency</td>
<td>102%</td>
</tr>
<tr>
<td>2.2 National coordination</td>
<td>78%</td>
</tr>
<tr>
<td>2.3 Sub-national coordination</td>
<td>73%</td>
</tr>
<tr>
<td>3. A continuum of services</td>
<td></td>
</tr>
<tr>
<td>3.1 Modelling, scaling</td>
<td>85%</td>
</tr>
<tr>
<td>3.2 SOP protocols</td>
<td>93%</td>
</tr>
<tr>
<td>3.3 Case management, referral</td>
<td>75%</td>
</tr>
<tr>
<td>4. Minimum standards and oversight mechanisms</td>
<td></td>
</tr>
<tr>
<td>4.1 Oversight</td>
<td>88%</td>
</tr>
<tr>
<td>4.2 Standards</td>
<td>61%</td>
</tr>
<tr>
<td>5. Human, financial and infrastructure resources</td>
<td></td>
</tr>
<tr>
<td>5.1 Workforce</td>
<td>64%</td>
</tr>
<tr>
<td>5.2 Financing</td>
<td>69%</td>
</tr>
<tr>
<td>6. Mechanisms for child participation and community engagement</td>
<td></td>
</tr>
<tr>
<td>6.1 Legal procedures</td>
<td>72%</td>
</tr>
<tr>
<td>6.2 Complaints mechanism</td>
<td>90%</td>
</tr>
<tr>
<td>6.3 Empowerment</td>
<td>80%</td>
</tr>
<tr>
<td>6.4 Community-based mechanisms</td>
<td>80%</td>
</tr>
<tr>
<td>7. Data collection and monitoring systems</td>
<td></td>
</tr>
<tr>
<td>7.1 Admin data systems</td>
<td>54%</td>
</tr>
<tr>
<td>7.2 Surveys, research</td>
<td>63%</td>
</tr>
<tr>
<td>7.3 Data governance</td>
<td>84%</td>
</tr>
</tbody>
</table>
CPSS Dashboard
High Priority
CPSS Interventions
High Impact CPSS Interventions

- Social service workforce strengthening
- Evidence generation
- Leveraging public resources
- Standard-setting
- Coordination/partnerships
- Strengthening regulatory framework
- Advocacy for political commitment
## Understanding the Context

### ECONOMY
- Low income
- Lower-middle income
- Upper-middle income
- High income

### COUNTRY CONTEXT
- Emergency
- Fragility
- Political stability
- Vulnerability to natural disasters

### NATIONAL CAPACITY

#### Low national capacity
- Insufficient fiscal resource
- Low levels of functioning of the government and infrastructure

#### Medium national capacity
- Limited fiscal resources
- Moderate/medium functioning of the government and infrastructure
- Persisting equity concerns related to population groups

#### High national capacity
- Adequate fiscal resources
- High levels of functioning of the government and infrastructure
- May have persisting equity concerns related to population groups
## Identifying Key CPSS – Interventions

<table>
<thead>
<tr>
<th>Intermediate outcomes of CPSS</th>
<th>Interventions and results</th>
<th>System Building</th>
<th>System Enhancement</th>
<th>System Integration</th>
<th>System Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Legal and policy framework</strong></td>
<td>Advocate for and support child protection systems mapping and assessments</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td></td>
<td>Advocacy and support to develop child protection policy and legislation</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td></td>
<td>Support to develop comprehensive and inclusive CPS strategies</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td></td>
<td>Advocacy for balanced investments in and adapting CPS considering (changing) needs</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>2. Governance and coordination structures</strong></td>
<td>Support to set up national level coordination structures/mechanisms</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td></td>
<td>Support to set up sub-national and local level coordination mechanisms</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td></td>
<td>Support to strengthen horizontal and vertical coordination at national and sub-national levels</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Thank You!
Chief of Child Protection
UNICEF Rwanda
ESPERANCE UWICYEZA

Head of the Child Rights Promotion and Protection Department
National Child Development Agency of Rwanda
Rwanda: Child Protection System and Care Reform: A case for iterative development
In this presentation

- background information
- The Care Reform Process
- Care reform as an entry point to a CP system
- Evolving CP system
- Child Protection System Strengthening
• Rwanda Constitution (2003, revised 2015), Law No 70/2018 relating to the protection of the child;
• 2011 Integrated Child Rights Policy
• UNCRC (1989), AU Charter: All children belong to the family
• 7th Children’s Summit as catalyst of the Child Care Reform
• Government commitment to reintegrate children from orphanages into family based care.
• National Survey on Institutional Care: 3,323 children and young adults living in 33 orphanages (MIGEPROF survey, 2012)
• March 2012: Landmark Strategy for National Child Care Reform
• May 2013: Establishment of Tubarerere Mu Muryango Programme
Care Reform is embedded in National strategies and overarching child rights policy

7 Years Government Programme: National Strategy for Transformation (NST1) 2017–2024

Ensure that orphans are raised in families through; conducting awareness campaigns on “Tubarere Mu Muryango” program, reintegrating and following up reintegrated children as well as building the capacity of family protection volunteers/Inshuti z’Umuryango.
The Care Reform Process

- **Community awareness and engagement of local leaders**
  - Engaging local & religious leaders & community
  - Family counselling & supports

- **Workforce Development and Support**
  - Establishment of professional workforce and training
  - Establishment of IZU Cadre and training

- **Case Management and placement**
  Case management business process and ongoing linkages with different services and coordination

- **Monitoring & Reporting**
  Routine data collection and reporting, post placement monitoring and support and integration with services
From 2012 to April 30, 2022, NCDA accounts 3432 children and young adults from institutional care placed into family-based care (out of 3782 children: 91%)

- 68 professional social workers and psychologists at district level established and capacitated;
- Safely return of 3,432 children from orphanages to families;
- Transformation of existing orphanages into child-centred community based structures;
- Ongoing support to vulnerable families psycho-socially and financially to avoid family separation;
- Regular follow up visits on children reintegrated by professionals.
Expanding the service provision beyond care

- # of foster care families identified and Trained: 2134
- # of children assisted with birth registration: 397
- # of parents receiving psychosocial support from professionals: 1009
- # of children facilitated in intercountry adoption: 3
- Total # of children and young adults in institutions: 403
- # of family tracing undertaken in preparation for family placement: 894
- # of families who received reintegration Package: 1829
- # of children received psychosocial support: 1541
- # of post-placement visits and calls: 5561
Developing the workforce beyond Care Reform

Launching of the TMM Programme « Let’s raise them in Families »

Para social workforce 29,764 nationwide

- 30 SW absorbed on Government Payroll, and deployed to districts
- New Job description from TMM Staff to CPWOs – Wider CP system strengthening (prevention & response)

National Childcare Reform

Recruitment, Development, Supervision & Support

National Level CP Staff
NCC (Now NCDA)

2013

2012

2016

2017

68 professionals (Social workers & Psychologists)

Identification & Pre-Service training, local authorities Sensitization

Recruitment, Pre-Service training, deployment
The Inshuti z’Umuryango: A key feature in care and protection

- Each Village have 2 Friends of the Family, 1 man and 1 woman
- Each Cell and Sector have one Coordinator

Scale: 29,674 Friends of the Family nationwide

Key responsibilities
- Prevention
- Response
- Referral
Making Care Reform Inclusive: Disability mainstreaming into the system

- Overall guidance and tools – specific adaptation for disability
- Capacity building for workforce on general care reform – specific for disability;
- Case management processes – adaptation for disability

From 2018 to May 2022, NCDA and its partners have placed into family-based care 64 children and young adults with disabilities from institutions caring people with disabilities.
Moving more towards the system for all CP, including care reform

Expanding the role of the workforce in the broader CP system: Cases handled by CP professionals over one year in 2020

- Needs of support in Justice: 237 cases
- Child labor: 44 cases
- Child neglect: 92 cases
- Child physical abuse: 236 cases
- Child abandonment: 99 cases
- Family conflict: 663 cases
- Child sexual abuse: 664 cases
Coordination of child rights and protection

- National sub-cluster and TWG on child protection and ECD (GoR and partners)
- Quarterly coordination meeting with child protection and welfare officers
- Coordination meetings with sector IZU coordinators
- Quarterly meeting with child protection actors at District level
- PCT meetings focusing on TMM programme
Monitoring, Evaluation and knowledge management

• Tracking progress towards achieving the child protection outcomes-Joint monitoring visits, Evaluations,

• Evidence generation, learning and documentation on care reform;

• Development of M&E data and reporting systems-Case management files digitization, IZU digital reporting system, Adoption and Recognition modules under Civil Registration and Vital Statistics (CRVS) System;
Consolidating the system – stronger support to care reform

Child protection system
Assessment and recommendations

- Strong laws – but room for effective implementation
- Workforce strengthening needed, including skills and support supervision modalities
- Coordination mandates and structures in place but need strengthening, including M&E
- A stronger focus on prevention needed, while strengthening case management for response
- Overlapping yet weakly coordinated government mandates on CP
- Lack of joint planning and budgeting – sector resourcing weak as a result
- Game changer in CP service provision and intra/inter-sector referrals
Current systems work supporting care reform

• Strengthening routine data collection and systems for Child Protection-M&E framework development, integrated national digital platform for child protection;

• Engagement with social work institutions – UoR and RWA-NOSW to strengthen workforce planning, development and support;

• Increased focus on child participation – children’s forum committees, adolescent participation in policy/budget advocacy and self agency;

• Continued development of the workforce – both professional and volunteer workforce;

• Expansion of services and reach, particularly justice for children
The Kigali Declaration on Child Care and Protection Reform: A promise for a better future
Thank You
Thank you for joining!

Please see the chat box for a link to learn more about the Transforming Children’s Care Global Collaborative Platform and find out how to join.

We will be sending you a link to the webinar recording and slides in a follow-up email shortly. If you have questions, comments or recommendations for future webinar topics, please send them to:

contact@transformcare4children.org

En el chat encontrará un enlace para obtener más información sobre la Plataforma de Colaboración Mundial para la Transformación de la Atención Infantil y saber cómo unirse a ella.

En breve le enviaremos un enlace a la grabación del seminario web y a las diapositivas en un correo electrónico de seguimiento. Si tiene preguntas, comentarios o recomendaciones para los temas de futuros seminarios web, envíelos a:

contact@transformcare4children.org